

## PERFORMANCE MANAGEMENT PROGRAM

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### I. GENERAL PROVISIONS

#### A. PURPOSE

It is the policy of the North Carolina Department of Crime Control & Public Safety to administer a performance management system within the department according to the policy and procedures identified herein, excluding sworn members of the State Highway Patrol who are exempted under NCGS § 20-187.3. State Highway Patrol Directive F.1 governs performance management procedures for sworn members of the State Highway Patrol.

The purpose of the Department of Crime Control and Public Safety's performance management system is to ensure that:

1. The work performed by employees accomplishes the work of the Department;
2. Employees have a clear understanding of the quality and quantity of work expected from them;
3. Employees receive ongoing information about how effectively they are performing relative to expectations;
4. Awards and salary increases based on employee performance are distributed accordingly;
5. Opportunities for employee development are identified; and
6. Employee performance that does not meet expectations is addressed.

This policy describes the following components of the Department's performance management system:

1. A process for communicating employee performance expectations, maintaining ongoing performance dialogue, and conducting annual performance appraisals;
2. A procedure for addressing employee performance that falls below expectations;
3. A procedure for encouraging and facilitating employee development;
4. Training in managing performance and administering the system; and
5. A procedure for resolving pay disputes.

#### B. DEFINITIONS

- **Performance management:** Management process for ensuring employees are focusing their work efforts in ways that contribute to achieving the Department's mission. It consists of three phases: (a) setting expectations for

employee performance, (b) maintaining a dialogue between supervisor and employee to keep performance on track, and (c) measuring actual performance relative to performance expectations.

- **Work plan** (*CCPS 186/186CB*): A document that describes the goals of an employee for the performance cycle, the performance expected, and how the performance will be measured. Work plans for Career Banded employees also include behavioral and functional competencies in addition to goals.
- **Group work plan:** Work Plans developed for two or more employees performing the same work.
- **Goals:** Job specific assignments linked to larger organizational goals and objectives. Goals have specific results expectations and time frames for delivery as well as indicators of how progress will be tracked and monitored.
- **Results expectations:** Actions that are to be taken in order to produce results that achieve a goal.
- **Competencies:** Skills, knowledge, abilities, and key behaviors needed to perform the job.
- **Individual development plan** (*CCPS-204*): An action plan for enhancing an employee's level of performance in order to excel in the current job or prepare for new responsibilities.
- **Corrective action plan** (*CCPS-205*): A short-term action plan that is initiated when an employee's performance fails to meet expectations. Its purpose is to achieve an improvement in performance.
- **Performance documentation:** A letter, memo, completed form, tracking log, or note on which the supervisor indicates the extent to which the employee is currently meeting expectations and provides evidence to support that conclusion.
- **Fair appraisal:** Appraising employees in a manner that accurately reflects how they performed relative to the expectations defined in their work plan and in a manner that is not influenced by factors irrelevant to performance.
- **Interim review:** Performance discussion which occurs at the midpoint of the work cycle. Progress towards goals and expectations set at the beginning of the cycle are discussed and documented, and any necessary corrective actions are established.

- **Final review:** Discussion meeting between the supervisor and employee which occurs at the end of the work planning cycle. Results assessed in relation to the goals and expectations set at the beginning of the cycle, and final performance and competency ratings are discussed.
- **Performance appraisal:** A confidential document that includes the employee's performance expectations, a summary of the employee's actual performance relative to those expectations, an overall rating of the employee's performance, and the manager's, supervisor's and employee's signatures.
- **Performance Appraisal Summary Transfer Form (CCPS 175):** Completed by the supervisor for the employee prior to the employee transferring to another position within the employee's division, department or to another state agency/university.
- **Additional Goals Addendum (CCPS-206):** Completed during the performance cycle if significant changes are made to employees goals and expectations.

### C. PERFORMANCE MANAGEMENT CYCLE

1. The department's performance management cycle is January 1-December 31.
2. Each supervisor shall at a minimum meet with each employee at the beginning of the cycle, midway through the cycle, and at the conclusion of the cycle.

## II. THE PROCESS OF MANAGING PERFORMANCE

### A. PLANNING: Communicating employee performance expectations

1. At the beginning of the twelve-month work cycle, supervisors shall meet with their employees and establish 4-6 goals to be met during the cycle. The goals that are set shall be clearly linked to organizational goals, department or division strategic plans, job descriptions, or upcoming or recurring projects. Supervisors shall specify how they will measure employees' actual performance relative to their goals and how achievement of these goals will contribute to the achievement of the Department's mission.
2. Performance expectations shall be written at the "good" level and shall be documented on the CCPS 186 or 186CB – the "work plan."

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3. Group work plans shall be utilized for positions in which multiple employees are completing similar job functions. Group work plans may be modified by the supervisor to reflect specific job duties and responsibilities. Group work plans shall be reviewed and approved by the CCPS Performance Management Program Manager prior to being implemented.
4. Individual development plans may be developed at the same time as the work plan for employees who express interest in growing in their current positions or in furthering their careers in state government. Supervisors shall help employees to identify strengths and weaknesses and, if appropriate, prepare an individual development plan. Individual development plans may specify how employees can enhance their performance in their current positions, build up areas of weakness, or develop the skills and experience they will need for future assignments.
5. Behavioral competencies may be included in work plans for non-career banded employees to measure behavioral based job attributes.
6. Work plans shall be signed and dated by the supervisor, manager, and the employee. The supervisor shall retain the original work plan and the employee shall receive a copy.

### **B. MANAGING: Maintaining ongoing performance dialogue**

1. Employees shall be responsible for meeting their performance expectations.
2. Progress toward meeting expectations shall be measured, reported, discussed, and documented throughout the work cycle.
3. Supervisors are expected to use appropriate supervisory techniques to support employee efforts to meet or exceed their performance expectations.
4. When expectations change during the course of the work cycle, supervisors shall communicate these changes and modify work plans as necessary. Modifications shall be made using the CCPS Additional Goals Addendum. No changes shall be made or comments added to the employee's work plan or appraisal without the employee's knowledge. All changes must be signed and dated by both the supervisor, manager, and the employee. The supervisor retains the original and the employee must receive a copy of the revised work plan or appraisal.

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5. The supervisor shall conduct at least one interim performance review discussion with the employee during the middle of the work cycle according to the department's performance management schedule. The purpose of this meeting is to discuss the employee's progress toward each of the established goals. The supervisor shall provide a written summary of the interim discussion on the work plan. The supervisor and employee shall sign and date the work plan indicating they have reviewed and discussed the employee's actual interim performance for each goal. The supervisor retains the original work plan and the employee is provided a copy.

### **C. ADDRESSING POOR PERFORMANCE AND DISCIPLINARY ACTIONS**

1. Unsatisfactory job performance is defined as work-related performance that fails to satisfactorily meet job requirements as set out in the relevant job description, work plan, or as directed by the management of the work unit or Department.
2. When an employee's performance falls below expectations at any time during the performance cycle, the supervisor shall document the performance deficiency and take actions, including (if appropriate) disciplinary action, to assure that performance expectations will be met within a reasonable period of time.
3. Supervisors shall coach employees throughout the performance management cycle to help them in meeting performance expectations. If an employee's performance falls short of expectations the performance deficiency must be documented by preparing a Corrective Action Plan. The documentation will specify (a) the performance problem, (b) the steps to be taken to improve performance, including the timeframe for improvement, (c) the consequences of failure to improve, and (d) a follow-up date. A Corrective Action Plan shall be considered successfully completed only when the employee's actual performance has improved to the point where expectations are being met.
4. If the employee fails to correct the performance problem within the timeframe specified in the Corrective Action Plan, the supervisor shall take steps to initiate formal disciplinary action against the employee for unsatisfactory job performance beginning with a Written Warning. The following requirements must be met before disciplinary actions for unsatisfactory job performance may be taken:

Warning - before a warning for unsatisfactory job performance the employee must have:

- a current unresolved incident of unsatisfactory job performance in the form of failure to meet the requirements specified in the Corrective Action Plan.

Disciplinary Suspension Without Pay - before a disciplinary suspension without pay for unsatisfactory job performance the employee must have:

- a current unresolved incident of unsatisfactory job performance in the form of failure to meet the requirements specified in the Corrective Action Plan or written warning and
- at least one prior active warning or other disciplinary action for unsatisfactory job performance, or gross inefficiency, or unacceptable personal conduct and
- a pre-disciplinary conference

Demotion - before a demotion for unsatisfactory job performance the employee must have:

- a current unresolved incident of unsatisfactory job performance in the form of failure to meet the requirements specified in the Corrective Action Plan or written warning and
- at least one prior active warning or other disciplinary action for unsatisfactory job performance, or gross inefficiency, or unacceptable personal conduct and
- a pre-disciplinary conference

Dismissal - before a dismissal for unsatisfactory job performance the employee must have:

- a current unresolved incident of unsatisfactory job performance in the form of failure to meet the requirements specified in the Corrective Action Plan or written warning and
- at least two prior active warnings or other disciplinary actions for unsatisfactory job performance, or gross inefficiency, or unacceptable personal conduct and
- a pre-disciplinary conference

- 5 Performance deficiencies that occur during the performance cycle shall be referenced in the annual performance appraisal.
- 6 Employees must have been counseled during the performance cycle in order to be rated at the fails to meet expectations level in their final review.

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- 7 If the employee receives performance counseling during the performance management cycle for an item which is not covered in the employee's work plan (e.g., tardiness or absenteeism), the supervisor shall inform the employee that this action may have a negative impact on the employee's Overall Summary Rating on his/her performance appraisal.
- 8 Since the employee's individual work plan or group performance standards do not cover 100% of the job, disciplinary action must be noted and considered in determining the Overall Summary Rating and described in the Performance Appraisal Summary section of employee's appraisal.

### **D. APPRAISING: Conducting annual performance appraisals**

1. At the end of the work cycle, supervisors shall evaluate employees' performance during the past year compared to their performance expectations. Supervisors shall use verifiable information collected and documented throughout the cycle to determine the extent to which actual performance has met the expectations defined in the work plan.
2. The evaluation shall be documented on the CCPS 186 or 186CB.
3. Prior to discussing a completed performance appraisal (that is, an appraisal containing ratings and descriptions of actual performance) with an employee, a supervisor shall review the appraisal with the next-level manager to ensure that ratings are appropriate and consistent and the manager shall sign the appraisal.
4. Supervisors shall discuss the appraisals with their employees. Both the supervisor and employee shall sign and date the completed performance appraisal indicating that the discussion has taken place. The supervisor shall provide the employee with a copy of the signed appraisal and forward the original to division management.

### **E. RATING SCALE**

1. The Department of Crime Control and Public Safety shall use the NC Rating Scale to evaluate performance.
2. A description of the scale with a definition of each term used is listed below:

#### **(O) Outstanding Performance**

Performance is far above the defined job expectations. The employee consistently does outstanding work, regularly going far beyond what is expected of employees in this job. Performance that exceeds expectations is due to the efforts and skills of the employee. Any performance not consistently

exceeding expectations is minor or due to events not under the control of the employee.

**(VG) Very Good Performance**

Performance meets the defined job expectations and in many instances, exceeds job expectations. The employee generally is doing a very good job. Performance that exceeds expectations is due to the effort and skills of the employee.

**(G) Good Performance**

Performance meets the defined job expectations. The employee generally performs according to the expectations doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills.

**(BG) Below Good Performance**

Performance may meet some of the job expectations, but does not fully meet the remainder. The employee generally is doing the job at a minimal level, and improvement is needed to fully meet the expectations. Performance is less than a good job. Lapses in performance are due to the employee's lack of effort or skills.

**(U) Unsatisfactory Performance**

Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position. Unsuccessful job performance is due to the employee's own lack of effort or skills.

**III. PROGRAM ADMINISTRATION**

**A. FILING PERFORMANCE MANAGEMENT DOCUMENTS**

1. The supervisor shall maintain the employee's original signed and dated work plan and performance documentation during the performance management cycle.
2. The employee shall receive a copy of the signed and dated work plan.
3. Upon completion of the performance cycle, the supervisor shall forward the employee's original signed and dated performance appraisal to the division's human resources representative.



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4. The employee shall receive a copy of the signed and dated performance appraisal.
5. The Division shall forward the original performance appraisal to the CCPS Human Resources Office to include in the employee's personnel file.
6. The employee's final performance appraisal shall be retained in the official personnel file for three (3) years then disposed of according to G.S. 121-5 (b) and (c).

### **B. RELATIONSHIP TO OTHER HUMAN RESOURCE POLICIES**

In order to achieve internal consistency in personnel administration, the Department of Crime Control and Public Safety requires:

1. A current [within the past twelve (12) months] performance appraisal shall be on file for an employee. The appraisal should include six (6) or more months of the performance management cycle, if an employee has not been employed for 6 months prior to the time of the final review, a rating of insufficient time shall be given.
2. Any proposed personnel action shall be consistent with the employee's Overall Summary Rating.
3. In cases in which the recommended personnel action appears inconsistent with the current Overall Summary Rating, a written justification shall accompany the recommendation.

### **C. TRANSITIONS**

#### **1. Probationary Employees**

- a. Probationary employees shall have work plans within 30 calendar days of their date of employment.
- b. Every 90 days until the time at which the employee has obtained permanent status or is separated from state service supervisors shall conduct an interim performance discussion with the probationary employee and maintain written performance documentation.
- c. To remove an employee from probationary status, the supervisor shall provide written performance documentation to the division director that he/she has evaluated the probationary employee's performance and that the probationary employee's performance is at minimum meeting expectations. The Division Director or designee shall ensure the recommended personnel action is consistent with the State Personnel

policy on Probationary Status, and notify the department Human Resources Director in writing of the type of personnel action and effective date of the action.

**2. Training Progression**

- a. Employees in training progressions shall have work plans within 30 calendar days of the date of employment.
- b. Supervisors shall provide performance documentation to the division director before each salary increase is granted within the progression. The Division Director or designee shall ensure the recommended personnel action is consistent with the State Personnel policy on Trainee Status, and notify the department Human Resources Director in writing of the type of personnel action and effective date of the action.

**3. Position Change**

- a. Employees whose responsibilities are changed substantially, either within their current position or by transfer (promotion, lateral transfer, or demotion), shall have work plans established within 30 calendar days following the new assignment.
- b. For employees functioning under two positions during the performance management cycle, the supervisor may consider the employee's Overall Summary Rating from the previous position along with the employee's current Overall Summary Rating in determining the employee's annual Overall Summary Rating for the cycle. The supervisor shall consider:
  - the Overall Summary Rating from his/her previous performance appraisal and the length of time in that performance management cycle, and
  - the Overall Summary Rating for the employee's current performance appraisal and length of time in the current performance management cycle.

**4. Transfer**

When an employee transfers, the supervisor shall conduct a final official performance appraisal with the employee prior to the employee's last day of work, complete the Performance Appraisal Summary Transfer Form (CCPS 175), and forward the employee's signed and dated Performance Appraisal Summary Transfer Form and employee's official performance appraisal to the appropriate location:

- a. Transfer to Another Position Within The Division: Forward the Performance Appraisal Summary Transfer Form with the employee's performance appraisal through the chain-of-command to the employee's new supervisor.
  - b. Transfer Between Divisions in the Department: Forward the Performance Appraisal Summary Transfer Form with the employee's performance appraisal through the chain-of-command to the receiving division for distribution to the employee's new supervisor.
  - c. Transfer to Another Department or University: Forward the Performance Appraisal Summary Transfer Form with the employee's official performance appraisal through the division's chain-of-command to the Human Resources Section, Department of Crime Control and Public Safety. The department Human Resources Section shall forward the employee's Performance Appraisal Summary Transfer Form and official performance appraisal with the employee's department personnel file to the receiving department or university Personnel Section.
5. **Supervisor Leaving Unit:** When a supervisor leaves a work unit, the next-level supervisor shall ensure that performance documentation concerning the employees supervised by the departing supervisor is made available to the employees' new supervisor. When a change in a supervisor occurs during the performance management cycle, the supervisor's manager shall ensure the employee's progress is documented prior to the supervisor leaving the unit.

#### **D. ACCESS AND USE OF PERFORMANCE INFORMATION**

Completed performance appraisals are considered confidential personnel documents. Access to performance appraisals may be granted under the following circumstances:

1. Supervisors in the employee's chain-of-command and other departmental personnel with a legitimate need-to-know shall have access to an employee's performance appraisal. Access to an employee's performance appraisal shall be permitted only for reasons related to the employee's work performance or the administration of the department's Performance Management System.
2. Decisions involving promotions, performance-based disciplinary actions, performance-based salary increases, and reductions in force shall be supported by a current (completed within the past twelve months) appraisal on file.

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3. When current or former State employees are being considered for hire or promotion, their past appraisals may be obtained for review by those involved in making the hiring or promotion decision. This right to access is based on State policy (Employment and Records, Section 3) and on the employee's signature on the state application that authorizes the release of information relevant to job requirements.
4. Access to the employee's performance appraisal, other than as stated above, may only be granted consistent with Chapter 126 of the North Carolina General Statutes.

### **E. RESOLVING PERFORMANCE RATING & PERFORMANCE PAY DISPUTES**

The department is committed to the fair and impartial treatment of all of its employees. The dispute resolution process is intended as a means whereby contested overall performance ratings and pay disputes may be resolved in a prompt, efficient and fair manner. The department shall resolve performance management/pay disputes in accordance with the Performance Pay Dispute Resolution Policy.

The supervisor shall inform the employee of the availability of a procedure in which to seek resolution of any dispute related to:

1. Disagreement with the overall rating
2. Failure to receive a performance pay increase
3. Disagreement with the amount of a performance pay increase

Although a complaint may involve one or more issues, an employee shall have only one opportunity to file a complaint on those issues. Any career status (non-probationary employee or trainee employee) is eligible to pursue an appeal under these procedures.

All employees are informed in writing of the availability of a dispute resolution process and the time limit for filing a complaint on the work plan. This information will also be provided to employees when decisions concerning whether a performance salary increase will be given and the amount of such an increase is communicated.

- a. An employee who wishes to file a formal complaint on a performance management/pay issue shall present his complaint directly to his immediate supervisor and Human Resources Director within fifteen (15) calendar days from the date of receipt of action being disputed. This complaint shall be in writing, using CCPS Form 58, "Statement of Grievance."

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- b. The immediate supervisor and the supervisor's manager, if any, shall make their written response on CCPS Form 59, "Response of Supervisor to Written Grievance," within five (5) working days of receipt of the employee's complaint form. If the employee is not satisfied with the supervisors' decision, he may appeal directly to the Secretary within ten (10) calendar days from the date of the employee's receipt of the supervisors' response, using CCPS Form 61, "Appeal of Grievance to Secretary."
- c. Upon receipt of the written appeal from the employee, the Secretary shall, within fifteen (15) working days, process the appeal by appointing an Employee Advisory Committee. This committee will conduct a hearing and make a written recommendation to the Secretary within five (5) workdays.
- d. The Secretary shall review the committee's report and render a final decision in writing regarding the employee's appeal within twenty (20) calendar days.
- e. The decision of the Secretary regarding performance management/pay disputes is final and may not be appealed further.

### **F. PERFORMANCE MANAGEMENT ADVISORY COMMITTEE**

The department shall establish a Performance Management Advisory Committee as needed upon the distribution of performance pay increases. The CCPS Performance Management Program Manager is responsible for coordinating actions with this committee and the department Secretary. The purpose of the committee is to:

1. Ensure that performance salary increases are made in an equitable manner
2. Determine whether equitable distribution of performance salary increase monies have been made

The committee shall be established and operate in the following manner:

1. The department Secretary shall appoint the committee
2. The committee must have a minimum of five (5) members equally representing non-supervisory, supervisory and management ranks
3. The committee chairperson shall submit a written report within fifteen (15) working days following each meeting to the department Secretary
4. The department Secretary shall respond to the committee within three (3) months of receipt of the committee report
5. Copies of the report shall be included in the department's annual performance management report to the Office of State Personnel

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### G. POLICY ADMINISTRATION AND TRAINING

1. The CCPS Organizational Effectiveness Director is designated as performance management program manager with responsibility for coordinating the development and revision of the Department's performance management policy and the implementation and ongoing administration of performance management within the Department. The performance management program manager shall monitor the Department administration of the performance management system to ensure compliance with Department policy.
2. Performance management training shall be provided to all employees who have supervisory responsibility. Training for new supervisors shall be completed within 3 months of hire/promotion to a supervisory position. All performance management training shall be coordinated through the Performance Management Program Manager.

### H. ADMINISTRATIVE RESPONSIBILITY

#### Department Secretary Responsibilities

The Secretary of Crime Control and Public Safety shall:

1. Designate the department's performance management cycle as January 1-December 31
2. Establish, monitor and evaluate the department performance management system subject to approval by the Office of State Personnel as being in full compliance with state policy
3. Ensure an evaluation of the Department's performance management system is conducted at least once every three years.
4. Hold each deputy secretary, assistant secretary, division director, section head, manager and supervisor responsible for:
  - a. implementing and administering policy and procedures consistent with state and department policy
  - b. orienting and informing all employees of their respective roles in the program
  - c. assisting the CCPS Organizational Effectiveness Section and the Office of State Personnel in conducting evaluations of the performance management system according to guidelines and schedules
5. Take sanctions against the managers of those divisions if inequities or systematic deficiencies exist
6. Appoint a Performance Management Advisory Committee and respond to committee reports according to department performance management system policy

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### **Division Director/Section Head Responsibilities**

Division Directors and Section Heads Shall:

1. Communicate the department's performance management cycle and schedule to division employees
2. Authorize development and revision of group performance standards used in the division/section
3. Coordinate development and revisions of division group performance standards with the CCPS Organizational Effectiveness Director
4. Forward a certification letter to the CCPS Organizational Effectiveness Director by designated due dates indicating all employee work plans are approved and implemented for their employees for the new performance management cycle. The division director/section head shall provide a written explanation of any exception(s). Forward final appraisals to the CCPS Human Resources Section.
5. Inform employees of performance pay decisions according to state/department policy
6. Assure all managers and supervisors are provided opportunities to attend performance management supervisory training, and employees are provided opportunities to attend performance management information sessions
7. Ensure transferring employees' work plans and Performance Appraisal Summary Transfer Forms (CCPS 175) are completed
8. Take sanctions against managers or supervisors who are responsible for inequities or systematic deficiencies in the implementation of the performance management system
9. Assist the Organizational Effectiveness Section and the Office of State Personnel in conducting evaluations of the Performance Management System in their division/section according to guidelines and schedules
10. Perform the duties of first-level (immediate) supervisors for employees reporting directly to them
11. Maintain confidentiality of performance management records in accordance with the Privacy Act governing privacy and accessibility of performance management records

### **Managers' Responsibilities**

Managers are responsible for the compliance and effectiveness of performance management in their organizational units. Managers shall:

1. Ensure uniformity of practices among supervisors reporting to them for setting employees' performance expectations/standards, determining methods and frequency of collecting performance information, and appraising employees' performance
2. Ensure work plans and performance appraisals for employees under their direction are current and consistent with any recommended

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- personnel actions and provide a written explanation of any inconsistencies
3. Coach and reinforce supervisors in their work units in the effective conduct of performance management skills
  4. Review and sign work plans and performance appraisals of employees under their direction
  5. Assure all supervisors under their direction are provided opportunities to attend performance management supervisory training and employees are provided opportunities to attend performance management information sessions
  6. Perform the duties of first-level (immediate) supervisor for employees reporting directly to them, as applicable
  7. Maintain confidentiality of performance management records in accordance with the Privacy Act governing privacy and accessibility of performance management records

### **First-Level (Immediate) Supervisors' Responsibilities**

First-level (immediate) supervisors are responsible for managing the performance management system for employees reporting directly to them. Supervisors shall:

1. Develop and/or review with each employee his/her work plan in accordance with department performance management system policy at least once a year and ensure each employee has a current copy of his/her work plan
2. Coach employees throughout the performance management cycle
3. Conduct a minimum of one interim performance management review with each employee according to the department performance management policy
4. Conduct an annual performance appraisal with each employee according to department policy
5. Recommend personnel transactions to the supervisor's manager which are consistent with the employee's interim review or performance appraisal
6. Inform the employee of the department's dispute resolution process
7. Maintain confidentiality of performance management records in accordance with the Privacy Act governing privacy and accessibility of performance management records

### **Employees' Responsibilities**

All employees of the Department of Crime Control and Public Safety are expected to fully participate in the performance management process as outlined in this policy. Employees shall:



1. Be involved in establishing his/her work plan appropriate to the nature and demands of the position
2. Be involved in gathering actual performance information throughout the performance management cycle
3. Actively participate in interim review and annual appraisal discussions with his/her supervisor

**Performance Management Program Manager's Responsibilities**

The CCPS Organizational Effectiveness Director shall act as the department Performance Management Program Manager and shall:

1. Act as liaison with the Office of State Personnel for the Performance Management System
2. Issue administrative guidelines to division directors and administrative section heads regarding any procedural or policy changes in the Department of Crime Control and Public Safety Performance Management System
3. Direct development and revision of group performance standards in the divisions
4. Design and distribute performance management forms to divisions
5. Direct department performance management training program for managers, supervisors, and employees
6. Provide technical assistance as requested to managers, supervisors, and employees
7. Coordinate actions from the department Performance Management Advisory Committee with the department Secretary
8. Maintain confidentiality of performance management records in accordance with the Privacy Act governing privacy and accessibility of performance management records
9. Conduct annual monitoring of the performance management system in each division to ensure full participation by all employees and supervisors and to ensure the adopted performance management policy and procedures are followed
10. Coordinate evaluation of Performance Management System every 3 years

**Human Resources Director's Responsibilities**

1. Prepare annual performance management and pay report for signature of the Secretary of Crime Control and Public Safety and submit to the Office of State Personnel according to guidelines and schedules
2. Oversee Dispute Resolution Process